

SECRET

SC-11-27

17 September 1951

1. The Director spoke on matters of policy and stated that especially on the operations side offices must be careful in any matters affecting policy determination. There is a tendency to be too liberal in the interpretation of policy. In matters of policy in the future, reference must be made to the appropriate Deputy Director.

2. Mr. Dulles mentioned that he had spoken to Mr. [ ] O/SO, re the matter of policy in regard to [ ] liaison with CIA. The O/SO decision to discourage this liaison had been taken under an old policy determination of some years back. The Director pointed out that all such policies established prior to 7 October 1950, should be reviewed.

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3. Mr. Dulles mentioned the memorandum prepared by the Director of Training in regard to a Career Corps. The Director stated that he did not want to bring up a small elite corps but did want, eventually, to place all personnel in CIA, except clerical personnel, on a career basis. In this way personnel would be so trained that they would become interchangeable with, of course, certain exceptions in specialized categories. The Director stated that General Davison and Colonel Baird should proceed with the implementation of the proposals for a Career Corps, calling upon such personnel as necessary from the various offices.

4. The Director stated that he was going to Paris on the morning of 20 September. He would be there for five days and then go to London prior to returning to this country. He will see [ ] in Paris. If there are any matters which the Assistant Directors would like the Director to take up while he is abroad they should prepare a memorandum for the Director.

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5. The Director requested that Mr. Rober call on the Coast Guard and look into mutual CIA-Coast Guard intelligence problems. The Coast Guard should be complimented on what they have done, informed that CIA is impressed by their work and be requested to stipulate where they are not receiving adequate intelligence support. It is CIA's duty to find out where this is lacking and suggest remedial measures. The Director feels that especially in peacetime the Coast Guard does not receive adequate support.

6. The Director introduced [ ] to those present at the meeting.

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STAFF CONFERENCE

Minutes of Meeting held in Director's  
Conference Room, Administration Building  
Monday, 17 September 1951, at 1100 hours.

General Smith Presiding

Present

Allen D. Dulles, Deputy Director  
Walter R. Wolf, Deputy Director for Administration  
25X1 [redacted] Jr., Executive Assistant to the Director  
Colonel Chester B. Hansen, Assistant to the Director  
Colonel Matthew Laird, Director of Training  
25X1 [redacted] Advisor for Management  
James M. Andrews, Asst. Director for Collection and Dissemination  
George C. Carey, Assistant Director for Operations  
25X1 [redacted] D/Asst. Director for Scientific Intelligence  
Kingman Douglass, Assistant Director for Current Intelligence  
25X1 [redacted] D/Assistant Director for National Estimates  
25X1 [redacted] D/Assistant Director for Policy Coordination  
25X1 [redacted] Assistant Director for Communications  
Max W. Millikan, Asst. Director for Research and Reports  
James G. Reber, Asst. Director for Intelligence Coordination  
25X1 [redacted] Office of Special Operations

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